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Office of Personnel

9 APR 1975



DEPARTMENT OF THE NAVY
OFFICE OF CIVILIAN MANPOWER MANAGEMENT
WASHINGTON, D. C. 20390

IN REPLY REFER TO

OCMMINST 12412.2
OCMM 2322

17 APR 1975

OCMM INSTRUCTION 12412.2

From: Director of Civilian Manpower Management
To: All Navy and Marine Corps activities employing civilians
Subj: Executive and managerial potential assessment and development

Ref: (a) SECNAVINST 12412.1 of 30 Apr 74
(b) CSC publication, "Consideration in the Identification of Managerial Potential" (EMMTAP No. 1, August 1973) (NOTAL)
(c) CSC publication, "Suggestions for Individual Development Planning" (EMMTAP No. 2, October 1973) (NOTAL)

Encl: (1) Procedures for identifying high-potential executive and management candidates
(2) Sample Announcement of the Executive and Management Development Program
(3) NAVSO Form 12412/4(12-74) Self-nomination Form (10 copies)
(4) NAVSO Form 12412/5(12-74) Executive and Managerial Potential Appraisal Form (10 copies)

1. Purpose. To provide procedures and guidelines for implementing the Department of the Navy Executive and Managerial Potential Appraisal and Development System.

2. Discussion. Reference (a) promulgated Department of the Navy policy about the overall Executive and Management Development Program. Since the objectives of this program are to assure maximum efficiency of managers and executives in the performance of their duties and to encourage individuals in their efforts for self development, one aspect of these goals must be to ensure that the Department is supplied with a cadre of highly developed talent to meet future management manpower needs. Identifying and developing individuals with promise for assuming management responsibilities are but two facets of our overall manpower planning, development, and utilization efforts. In exercising these implicit responsibilities, heads of employing organizations should base their determination concerning special development investments on the potential of certain individuals to apply and benefit from improved knowledge or skill to their present or future assignments. Identifying these individuals who possess executive and management potential is paramount to the process of obtaining a fully developed and competent work force within the Department of the Navy.



OCMMINST 12412.2

While it is necessary for activities to identify and develop individuals locally judged to have the greatest aptitude for assuming executive or mid-management responsibilities in the future within that organization, it is not sufficient that our efforts to anticipate and meet future manpower needs be restricted to the local employing level. There is a need to further assess the locally identified talent in light of projected command-wide and Department-wide manpower needs.

3. Action. By 5 December 1975, heads of activities and other employing organizations are to identify high-potential executive and management candidates. For purposes of this program, high-potential executive candidates are employees in grades GS-15 or equivalent; high-potential manager candidates are employees in grades GS-13 and 14 or equivalent. Enclosures (1) through (4) provide basic procedural guidelines and suggestions for the identification process. Additional guidance for identifying management potential is provided in reference (b). This office will provide further guidance, as it develops, on executive and management development.

4. Records, reports, and forms. To facilitate collecting uniform data for anticipated Civil Service Commission and Department of Defense reporting requirements, heads of activities and other employing organizations will maintain records concerning the identification of high-potential employees. Records should be maintained to provide, by grade level, the number of employees who have been identified as having high-potential for executive or management positions, and the number of identified high-potential employees for whom IDPs have been prepared. More specific reporting instructions will be issued when they become available. Additional copies of enclosures (3) and (4) may be obtained from OCMM (Code 232).



ELLIS J. BERNE
By direction

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